

## **Analysis of factors affecting job satisfaction of the employees in public and private sector**

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### **Abstract**

The Study, Analysis of Factors Affecting Job Satisfaction of the Employees in Public and Private Sector. Government of Andhra Pradesh is the government for the state of Andhra Pradesh in South India. The Government of Andhra Pradesh is a democratically elected body with the Governor as the constitutional head. The Governor who is appointed for a period of five years appoints the Chief Minister and his Council of Ministers. Even though the Governor remains the ceremonial head of the state, the day-to-day running of the government is taken care of by the Chief Minister and his council of ministers in whom a great deal of legislative powers is vested. The Andhra Pradesh Government Employees consists of: (1) State Government Employees (2) Local Bodies Employees, and (3) Public Sector Units (PSU) employees. According to the Employee Census 2006, there were about 6.06 lakh state government employees, 3.39 local bodies employees and 2.53 lakh PSU employees.

**Keywords:** Job Satisfaction Public and Private Sector.

### **Introduction**

Andhra Pradesh is one of the 29 states of India, situated on the south-eastern coast of the country. The state is the eighth largest state in India covering an area of 160,205 km<sup>2</sup> (61,855 sq mi). As per 2011 census of India, the state is tenth largest by population with 49,386,799 inhabitants. On 2 June 2014, the north-western portion of the state was bifurcated to form a new state of Telangana. In accordance with the Andhra Pradesh Reorganisation Act, 2014, Hyderabad will remain the de jure capital of both Andhra Pradesh and Telangana states for a period of time not exceeding 10 years. The new riverfront capital in Guntur district of the state was named as Amaravati, which is under the jurisdiction of APCRDA (Official Portal of Andhra Pradesh). The state has a coastline of 974 km (605 mi), the second longest among all the states of India after Gujarat. It borders Telangana in the northwest, Chhattisgarh in the north, Odisha in the northeast, Karnataka in the west, Tamil Nadu in the south and the water body of Bay of Bengal in the east. A small enclave of 30 km<sup>2</sup> (12 sq.mi.) of Yanam, a district of Puducherry, lies south of Kakinada in the Godavari delta to the northeast of the state.

Government of Andhra Pradesh is the government for the state of Andhra Pradesh in South India. It is an elected Government with 175 MLAs elected to the legislative assembly for a 5-year term.

The Government of Andhra Pradesh is a democratically elected body with the Governor as the constitutional head. The Governor who is appointed for a period of five years appoints the Chief Minister and his Council of Ministers. Even though, the Governor remains the Ceremonial Head of the State, the day-to-day running of the Government is taken care of by the Chief Minister and his Council of Ministers in whom a great deal of legislative powers is vested.

### **Attitude**

In psychology, an attitude is an expression of favour or disfavour toward a person, place, thing, or event. Prominent

psychologist Gordon Allport (1983) <sup>[1]</sup> once described attitudes “the most distinctive and indispensable concept in contemporary social psychology.” Attitude can be formed from a person’s past and present. This study was to analyse the attitudes of Andhra Pradesh Government employees towards their job satisfaction.

### **Job Satisfaction**

Psychological well-being (PWB) is defined as “the overall effectiveness of an individual’s psychological functioning” as related to primary facets of one’s life: work, family, community, etc. There are three defining characteristics of PWB. First, it is a phenomenological event, meaning that people are happy when they subjectively believe themselves to be so. Second, well-being involves some emotional conditions. Particularly, psychologically well people are more prone to experience positive emotions and less prone to experience negative emotions. Third, well-being refers to one’s life as a whole. It is a global evaluation (Wright, T.A. and Cropanzano, R. (2000) <sup>[3]</sup>. PWB in the workplace plays an important role in determining job satisfaction and has attracted much research attention in recent years. These studies have focused on the effects of PWB on job satisfaction as well as job performance. Wright, Cropanzano and Bonett (2007) <sup>[4]</sup>, <sup>[10]</sup> noted that because job satisfaction is specific to one’s job, the research that examined job satisfaction had not taken into account aspects of one’s life external to the job. Prior studies had focused only on the work environment as the main determinant of job satisfaction. Ultimately, to better understand job satisfaction (and its close relative, job performance), it is important to take into account an individual’s PWB.

### **Types of Job Satisfaction**

1. Factors Influencing Job Satisfaction
2. Difficulties in Motivating Government Employees
3. Prevailing negative attitudes about government and government employees

4. Frequent and abrupt changes in leadership
5. Hard-to-measure achievement
6. An older workforce
7. Strong civil-service rules and employee protections
8. Constraints on the use of financial incentives
9. Strong union influence
10. Public Visibility of Government
11. Different employee motivations

### **Gazetted and Non-Gazetted Officers in India**

Gazetted Officers are Executive/Managerial/Supervisory level ranked public servants in India. Authority for a Gazetted Officer to issue an official stamp comes from the President of India or the Governors of States. To that effect, they are de jure representatives and delegates of the Indian State and the President. The Gazette of India is published on a regular basis by the Directorate of Printing, Department of Publication, Ministry of Urban Development, and Government of India. It is an official Central Government or State Government publication, which publishes the appointments or promotions of certain government officials.

### **Class-I or Group-A (Gazetted)**

These officials belong to the managerial or highest class of government servants. Examples - Commissioned officers of the Indian Armed Forces, Officers from GREY, MES, Officers from the All-India Civil Services (IAS, IPS, IFS, etc.) recruited by the Union Public Service Commission, State Civil Service Group-A officers (executive) in the State Governments (Provincial Civil Services/State Civil Services), Patent Examiner in DIPP under Ministry of Commerce and Industry, Senior Scientists in R&D Centres under the Government of India (Department of Space [ISRO], DRDO, Department of Atomic Energy (BARC, Raja Ramanna Centre for Advanced Technology, RRCAT Indore, Heavy Water Board/Plants, IGCAR, AERB), CSIR, Directors, section officer to Government of India and Vice-Chancellors of State/Central Universities and Research Centers.

### **Class-II or Group-B (Gazetted)**

Examples – Group-B officers in State Civil Service, Doctors in State/Central Hospital, Secretary of Gram Panchayat, Assistant Engineers in both State Government Departments and Organizations etc., Assistant Geologist in State Government, Principals of Government High Schools and Colleges (including KV and Sainik Schools), Pro-Vice Chancellors and Faculty Deans of Central and State Universities, Police Officers of State Police service and Central Police Organisations recruited at the rank of Deputy Superintendent of Police.

### **Class-II or Group-B (Non-Gazetted)**

Examples Office executives and office supervisors, Senior Stenographers, ASI of Police in State and Central Police services (including IB & CBI), Naib Subedar and equivalent in the Armed Forces, Junior Pharmacists, Junior Engineers, Central Excise and Custom Inspectors, Personal Assistants to Group-A and B officers, academic faculty staff members in Central and State universities and Government colleges, Police Inspectors and Sub-Inspectors of Central and State Police departments.

### **Class-III or Group-C**

Public servants in non-supervisory roles, such as, Head clerks/Section heads, Police Head Constables, Typists, Stenographers, Tax Assistants, Telephone operators, Havildar and Naik or equivalent in the Armed Forces, etc.

### **Class-IV or Group-D**

Manual workers (skilled or semi-skilled), such as, Lower Division Clerks, drivers, technicians/mechanics, electricians, canteen staff, etc.

### **Research Problem**

Public Administration has always implied Government when 'public' actually means community or people. In the post-colonial, post-independence paradigm of the early 1950s, Public Administration really meant providing service to the people by the State apparatus using the ground rules of justice, ethics and fair-play. This was the intention of the visionary Pandit Jawaharlal Nehru, when he established the Indian Institute of Public Administration on March 29, 1954. Based on the recommendations of a survey carried out in 1953 by Dean Paul H. Appleby, a Consultant with the Ford Foundation invited to advise on the subject, by the Government of India. A study title “

### **Analysis of Factors Affecting Job Satisfaction of the Employees in Public and Private Sector”.**

#### **Scope of the Study**

This study will cover job satisfaction among Non-Gazetted Officials of Andhra State Government. Andhra Pradesh is one of the 29 states of India, situated on the south-eastern coast of the country. The state is the eighth largest state in India covering an area of 160,205 km<sup>2</sup> (61,855 sq.mi). As per 2011 census of India, the state is tenth largest by population with 49,386,799 inhabitants. On 2<sup>nd</sup> June 2014, the north-western portion of the state was bifurcated to form a new state of Telangana.

#### **Objectives**

This study will primarily aim at finding out the job satisfaction of Non-Gazetted Officials of Andhra State Government with this end, in view the following objectives were formulated:

1. To classify the non-gazetted officials of Andhra State Government consisting of Class-B –NG, Class-C and Class-D into state, local body and PSUs, and find out their job satisfaction levels using Job Satisfaction Survey (JSS) authored by Paul E. Spector (1985) <sup>[5]</sup>.
2. To find out the job satisfaction levels of the following specific facets:
3. Pay and Remuneration.
4. Promotion Opportunities.
5. Immediate supervisor.
6. Monetary and non-monetary fringe benefits.
7. Appreciation, recognition and rewards for good work.
8. Operating policies and procedure.
9. People they work with.
10. Job tasks themselves.
11. Communication within the organisation.
12. To compare the job satisfaction levels on selected facets with the norms set by the author.

- To find out the differences, if any among different Non-Gazetted Officials different groups, namely, state, local body and PSUs of Andhra State Government.

### Hypotheses

In order to serve the above stated objectives, the following hypothesis will be proposed and tested in this study.

- The total job satisfaction levels of the non-gazetted officials of Andhra Pradesh state government would be par with the levels of standardised norms.
- There would not be any significant differences among selected groups of non-gazetted officials of Andhra state government on job satisfaction facet, "Pay and Remuneration".
- There would not be any significant differences among selected groups of non-gazetted officials of Andhra State Government on job satisfaction facet, "Promotion Opportunities".
- There would not be any significant differences among selected groups of non-gazetted officials of Andhra state government on job satisfaction facet, "Immediate Supervisor".
- There would not be any significant differences among selected groups of non-gazetted officials of Andhra state government on job satisfaction facet, "Monetary and Non-monetary fringe benefits".

### Sampling

Sampling is a process used in statistical analysis in which a predetermined number of observations will be taken from a larger population. The methodology used to sample from a larger population will depend on the type of analysis being performed, but will include simple random sampling, systematic sampling and observational sampling. The sample should be a representation of the general population. This study is intended to make a survey on the strategy and media management among local area newspapers in Vijayawada. Since, there are different types of readers, depending upon their necessities and interest, in this study, stratified sampling method was adopted.

### Questionnaire

In this study to measure the job satisfaction of the non-gazetted officials, Job Satisfaction Survey (JSS) scale authored by Paul E. Spector (1985) [5] is used. This questionnaire is an internationally accepted one for measuring job satisfaction of public employees and being used by a number of researchers. Questionnaire used to evaluate nine dimensions of job satisfaction related to overall satisfaction. This instrument is well established among the other job satisfaction scales.

The questionnaire was framed by using Likert Scale of 6 points scoring system as follows.

Disagree very much	1
Disagree moderately	2
Disagree slightly	3
Agree Slightly	4
Agree moderately	5
Agree very much	6

### Statistical Analysis

In this study, primary data from 300 non-gazetted officials of different departments of state government, 300 non-gazetted officials of different local body institutions, 300 non-gazetted officials of different public sector undertakings were selected using stratified sampling method. The collected data were analysed with the following statistical tools such as:

- Frequency distribution tables
- Simple percentage technique
- Mean and Standard deviation
- Analysis of variance (ANOVA)
- Scheffe's Post-hoc analysis where significant F-values were obtained.

### Problem Definition and Research Methodology

"Employees are the most important resource in the government and an engaged and satisfied workforce is central to achieving its goals,"

A government is the body which has the authority to formulate and enforce rules, laws and regulations. A government can be local, national, or international and typically refers to a civil government or sovereign state.

In this research, the investigator was interested to make a study on Job satisfaction among Non-Gazetted Officials of Andhra State Government. Some of the questions raised in the above context are. What is the nature and extent of job satisfaction among government officials? How do they perceive their job satisfaction in regard to nature of work, salary, power, prestige and promotion chances? What reasons have been assigned for their satisfactions and dissatisfactions? What significance is revealed in terms of variables selected? With this end in view the following objectives were formulated.

### Research Methodology

Government of Andhra Pradesh is the government for the state of Andhra Pradesh in South India. The Government of Andhra Pradesh is a democratically elected body with the Governor as the constitutional head. The Governor who is appointed for a period of five years appoints the Chief Minister and his Council of Ministers. Even though the Governor remains the ceremonial head of the state, the day-to-day running of the government is taken care of by the Chief Minister and his council of ministers in whom a great deal of legislative powers is vested. The Andhra Pradesh Government Employees consists of:

- State Government Employees
- Local Bodies Employees, and
- Public Sector Units (PSU) employees. According to the Employee Census 2006, there were about 6.06 lakh state government employees, 3.39 local bodies employees and 2.53 lakh PSU employees.

### Analysis of Data on Job Satisfaction

In psychology, an attitude is an expression of favour or disfavour toward a person, place, and is termed as the most distinctive and indispensable concept in contemporary social psychology. Attitude can be formed from a person's past and

present. Attitudes are simply measures of how much we like or dislike various things. They represent evaluations and preferences. In fact effects that occur after people post with new situations. Thus, attitudes are considered as an intra-psychic state of readiness to activity and also a manifest social relation showing itself in certain acts of behaviour. How much one like or dislike something has much to do with determining his / her behaviour towards it.

### Analysis on Job Satisfaction

Job satisfaction of the non gazetted officials of Andhra Pradesh, working in state government, local bodies and PSUs were assessed using Job Satisfaction Survey (JSS) authored by Paul E. Spector (1985) [5]. The collected scores were converted into standard scores as suggested by the author and analysed

under 9 dimensions. The results of this study are presented under these nine dimensions of job satisfaction.

### Job Satisfaction with regard to Pay and Remuneration

Pay and remuneration for Andhra Pradesh government employees were fixed by the Pay Commissions formed then and there. There are 32 grades which are segments of Master Scale of pay, in which the annual increments and the maximum reach of the scales were determined.

Job satisfaction levels of the non gazetted officials of Andhra state consisting of state government, local body and PSUs employees were obtained through four statements, each of which has 6 options to response. The obtained responses were converted into standard scores and table 4.5 shows the frequency distribution of job satisfaction with regard to pay and remuneration of non gazetted officials of Andhra State.

**Table 1:** Frequency Distribution for Job Satisfaction Dimension – Pay and Remuneration among Non Gazetted Officials of Andhra State

Statement Nos.	Non Gazetted Officials of							
	State Govt		Local Bodies		PSUs		Total	
	No.	%	No	%	No	%	No	%
Stt. No. 1	<b>I feel I am being paid a fair amount for the work I do.</b>							
Disagree Very Much	3	1.00	15	5.00			18	2.00
Disagree Moderately	7	2.33	44	14.67			51	5.67
Disagree Lightly	80	26.67	134	44.67	30	10.00	244	27.11
Agree Slightly	150	50.00	78	26.00	163	54.33	391	43.44
Agree Moderately	50	16.67	27	9.00	107	35.67	184	20.44
Agree Very Much	10	3.33	2	0.67			12	1.33
Total	300	100.00	300	100.00	300	100.00	900	100.00
Stt. No 10	<b>Raises are too few and far between.</b>							
Disagree Very Much			3	1.00	3	1.00	6	0.67
Disagree Moderately	7	2.33	8	2.67	4	1.33	19	2.11
Disagree Lightly	61	20.33	125	41.67	44	14.67	230	25.56
Agree Slightly	60	20.00	61	20.33	107	35.67	228	25.33
Agree Moderately	162	54.00	98	32.67	133	44.33	393	43.67
Agree Very Much	10	3.33	5	1.67	9	3.00	24	2.67
Stt. No. 19	<b>I feel unappreciated by the organization when I think about what they pay me.</b>							
Disagree Very Much	4	1.33	12	4.00	6	2.00	22	2.44
Disagree Moderately	34	11.33	70	23.33	27	9.00	131	14.56
Disagree Lightly	140	46.67	130	43.33	205	68.33	475	52.78
Agree Slightly	85	28.33	75	25.00	38	12.67	198	22.00
Agree Moderately	33	11.00	11	3.67	23	7.67	67	7.44
Agree Very Much	4	1.33	2	0.67	1	0.33	7	0.78
Stt. No. 28	<b>I feel satisfied with my chances for salary increases.</b>							
Disagree Very Much	4	1.33	12	4.00	6	2.00	22	2.44
Disagree Moderately	34	11.33	70	23.33	27	9.00	131	14.56
Disagree Lightly	140	46.67	130	43.33	205	68.33	475	52.78
Agree Slightly	85	28.33	75	25.00	38	12.67	198	22.00
Agree Moderately	33	11.00	11	3.67	23	7.67	67	7.44
Agree Very Much	4	1.33	2	0.67	1	0.33	7	0.78

Analysis of results on Job satisfaction dimension “Pay and Remuneration” on statement “I feel I am being paid a fair amount of work I do” was agreed slightly by 50% of state officials, and moderately agreed by 16.67% and agreed very much by 3.33%. The responses of local body officials proved that 26% agreed slightly and 9% agreed moderately, while 44.67% disagree slightly and 14.67% were disagree moderately. However, the responses of PSUs officials proved that 54.33% agree slightly, and 35.67% agree moderately. For statement No. 10 “Raises are too few and far between” was agreed slightly by 20% of state officials, and moderately agreed by 54.00% and agreed very much by 3.33%. The

responses of local body officials proved that 20.33% agreed slightly and 32.67% agreed moderately, while 41.67% disagree slightly and 2.67% were disagree moderately. However, the responses of PSUs officials proved that 35.67% agree slightly, and 44.33% agree moderately, while 14.67% expressed disagree slightly.

Job satisfaction dimension “Pay and Remuneration” on statement No. 19 “I feel unappreciated by the organization when I think about what they pay me” was disagreed slightly by 46.67% of state officials, and moderately disagreed by 11.33% and slightly agreed by 28.33% and moderately agreed by 11.00%.. The responses of local body officials proved that

43.33% disagreed slightly and 23.33% disagreed moderately, while 25.00% agree slightly and 3.67% agree moderately. The responses of PSUs officials proved that 68.33% disagree slightly, and 9.00% disagree moderately, while 12.67% agree slightly and 7.67% agree moderately.

For statement No. 28 "I feel satisfied with my chances for salary increases." was agreed slightly by 20% of state officials, and moderately agreed by 28.33% and agreed very much by 11.00%, while 46.67% disagreed slightly, and 11.33% disagreed strongly. The responses of local body officials proved that 25.00% agreed slightly and 3.67% agreed moderately, while 43.33% disagree slightly and 23.33% were disagree moderately. However, the responses of PSUs officials proved that 12.67% agree slightly, and 7.67% agree moderately, while 68.33% expressed disagree slightly and 9.00% disagree moderately.

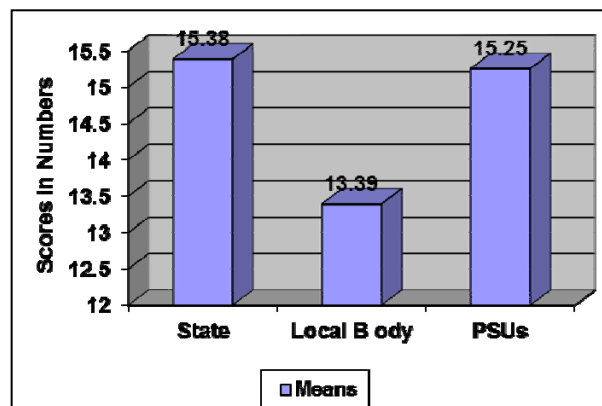
The results proved that there were differences among state, local body and PSUs non gazetted officials on job satisfaction dimension "Pay and Remuneration". The descriptive statistics on the scores of overall total of this dimension is presented in Table II.

**Table 2:** Descriptive Statistics for Job Satisfaction Dimension – Pay and Remuneration among Non Gazetted Officials of Andhra State

Groups	N	Mean	Std. Deviation	Minimum	Maximum
State	300	15.38	1.70	12	19
Local Bodies	300	13.39	1.76	9	19
PSUs	300	15.25	1.51	11	19
Total	900	14.67	1.89	9	19

The overall total for Pay and remuneration dimension of job satisfaction responses mean scores of state officials was 15.38 with standard deviation  $\pm 1.70$ , local body officials was 13.39 with standard deviation  $\pm 1.76$  and PSUs officials was 15.25 with standard deviation  $\pm 1.51$  putting the total average scores of 14.67 with standard deviation  $\pm 1.89$ .

The mean values on Pay and remuneration of non gazetted officials presented in Table II is illustrated through a bar diagram for better understanding of the results.



**Fig 1:** Mean Values on Pay and Remuneration Dimension Among State, Local Body and PSU Non gazetted Officials

To test the statistical significance of the differences, the data collected were subjected using statistical tool, ANOVA and results presented in Table III.

**Table 3:** Differences in Job Satisfaction on Pay and Remuneration Dimension among Selected Non Gazetted Officials of Andhra Pradesh

	Sum of Squares	Df	Mean Square	Obtained F	Level of Significance
Between Groups	741.10	2	370.55	134.32*	0.000
Within Groups	2474.52	897	2.76		
Total	3215.61	899			

\* Significant the results presented in Table II proved that the mean scores of responses among state, local body and PSUs officials were differed significantly as the obtained F value 134.32 was significant at 0.000, which was more than the required significant level of 0.05.

Since significant results were obtained, the results were further subjected to post hoc analysis using Scheffe's confidence interval and the results presented in

**Table 4:** Multiple Comparison of Paired Means of State, Local Body and PSU Non Gazetted Officials on Job Satisfaction Dimension Pay and Remuneration

State	Local Body	PSU	MD	Sig. Level
15.38	13.39		1.99*	0.00
15.38		15.25	0.13	0.63
	13.39	15.25	1.86*	0.00

\* Significant the results proved that the mean differences between state officials and local body officials (MD 1.99) and PSUs and local body officials (MD: 1.86) were significantly better than local body officials as the obtained mean differences 1.99, 1.86 were significant at 0.000 level. The results further proved that there was no significant difference between state and PSU officials and thus, equal in job satisfaction dimension of Pay and Remuneration.

### Discussions on Hypothesis

Public administration is the implementation of government policy and also an academic discipline that studies this

implementation and prepares civil servants for working in the public service. As a "field of inquiry with a diverse scope" its "fundamental goal... is to advance management and policies so that government can function." Public administration is "centrally concerned with the organization of government policies and programmes as well as the behavior of officials (usually non-elected) formally responsible for their conduct". Thus, Public administration in India plays a very important role, not only as an instrument of governance but a mechanism for social change and progress in the country. Public administration today should not only protect its citizens from internal and external damages, but take an active role in the social, political, economic and cultural development of the country. Andhra Pradesh state government employees were working under 34 departments, while local body employees work under local bodies and PSU employees working under PSUs of Andhra Pradesh. Though the employees are working under different heads and supervisions, the classification, pay scales, control, administrative procedures were laid by the State through different executive orders. Of the total government employee's non gazetted officials of the government officials plays vital role in implementing the

government policies and dealing with the public directly. Their efficiency in functioning depends on their job satisfaction. This study focuses on job satisfaction levels of non gazetted officials of Andhra Pradesh state. For the purpose of the study the following hypotheses were formulated to test scientifically.

**Ho 1:** The total job satisfaction levels of the non gazetted officials of Andhra state government would be at par with the levels of standardized norms.

**Ho 2:** There would not be any significant differences among selected groups of non gazetted officials of Andhra state government on job satisfaction facet, "Pay and Remuneration".

Table I shows the frequency distribution of the responses on 4 statements analysed for job satisfaction facet "Pay and Remuneration", Table II showed the descriptive statistics on this dimension. The overall total for Pay and remuneration dimension of job satisfaction responses mean scores of state officials was 15.38 with standard deviation  $\pm 1.70$ , local body officials was 13.39 with standard deviation  $\pm 1.76$  and PSUs officials was 15.25 with standard deviation  $\pm 1.51$  putting the total average scores of 14.67 with standard deviation  $\pm 1.89$ . Spector (1997) suggested Job Satisfaction Survey Norms for wide variety of countries with few sample from different countries other than Canada and UK. For Pay and Remuneration facet of job satisfaction the norms fixed were 13.4 with standard deviation  $\pm 2.3$ . The results of this study proved that the overall scores of Pay and Remuneration among None gazetted officials of Andhra State was 14.67 with standard deviation  $\pm 1.89$ . These comparisons proved that the subjects exhibited more job satisfaction on Pay and Remuneration facet than the norms fixed. And the formulated hypothesis No. 1 that the job satisfaction levels would be at par with levels of standardized norms was rejected. The results presented in Table III proved that there was significant difference in the mean scores of responses among state, local body and PSUs officials as the obtained F value 134.32 was significant at 0.000. The post hoc test results proved that the mean differences between state officials and local body officials (MD 1.99) and PSUs and local body officials (MD: 1.86) were significantly better than local body officials as the obtained mean differences 1.99, 1.86 were significant at 0.000 level. The results further proved that there was no significant difference between state and PSU officials and thus, equal in job satisfaction dimension of Pay and Remuneration. And the formulated hypothesis No. 2 that there would not be any significant differences among selected groups of non gazetted officials of Andhra state government on job satisfaction facet, "Pay and Remuneration" was rejected and alternate hypothesis that there would be differences among them was accepted at 0.05 level.

### Findings

The frequency distribution and the descriptive statistics on job satisfaction pay and remuneration facet proved non gazetted officials of Andhra state exhibited more satisfied than the norms determined. Comparisons among the three groups proved that local body officials found to be least satisfied and state and PSU officials were found to be more satisfied and these differences were significant at 0.05 level. It was also

found state and PSU officials were equally satisfied as there was no significant difference in pay and remuneration satisfaction between state and PSU officials

### Conclusions

1. It was concluded that comparing to standardized norms for job satisfaction facets, the following facets were found to be more satisfied than norms among non gazetted officials of Andhra state.
2. Pay and Remuneration
3. It was concluded that state officials were significantly more satisfied than Local body and PSU officials on job satisfaction facets, pay and remuneration and job takes themselves.
4. It was concluded that PSU officials were significantly more satisfied than state officials on job satisfaction facets, immediate supervisor, monetary and non-monetary fringe benefits, appreciation, recognition and rewards and communication within this organization.
5. It was concluded that state and PSU officials were significantly more satisfied than local body officials on job satisfaction facets, pay and remuneration, promotion opportunities, immediate supervisor, monetary and non-monetary fringe benefits, operating policies and procedures and people work with.
6. It was concluded that state officials were significantly more satisfied than local body officials on job satisfaction facets, such as, job takes themselves.

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